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# ***Navy Individual Augmentee (IA) Pre-deployment OSC Training***

**Chaplain:  
Command:  
Date:**

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# Agenda



- **Introductions**
- **Identify Sources of Stress**
- **Understand the Stress Continuum Model**
- **Review Leadership Functions**
- **Identify Support Resources**
- **Questions/Close**
- **Scenario Practices**



# Introductions

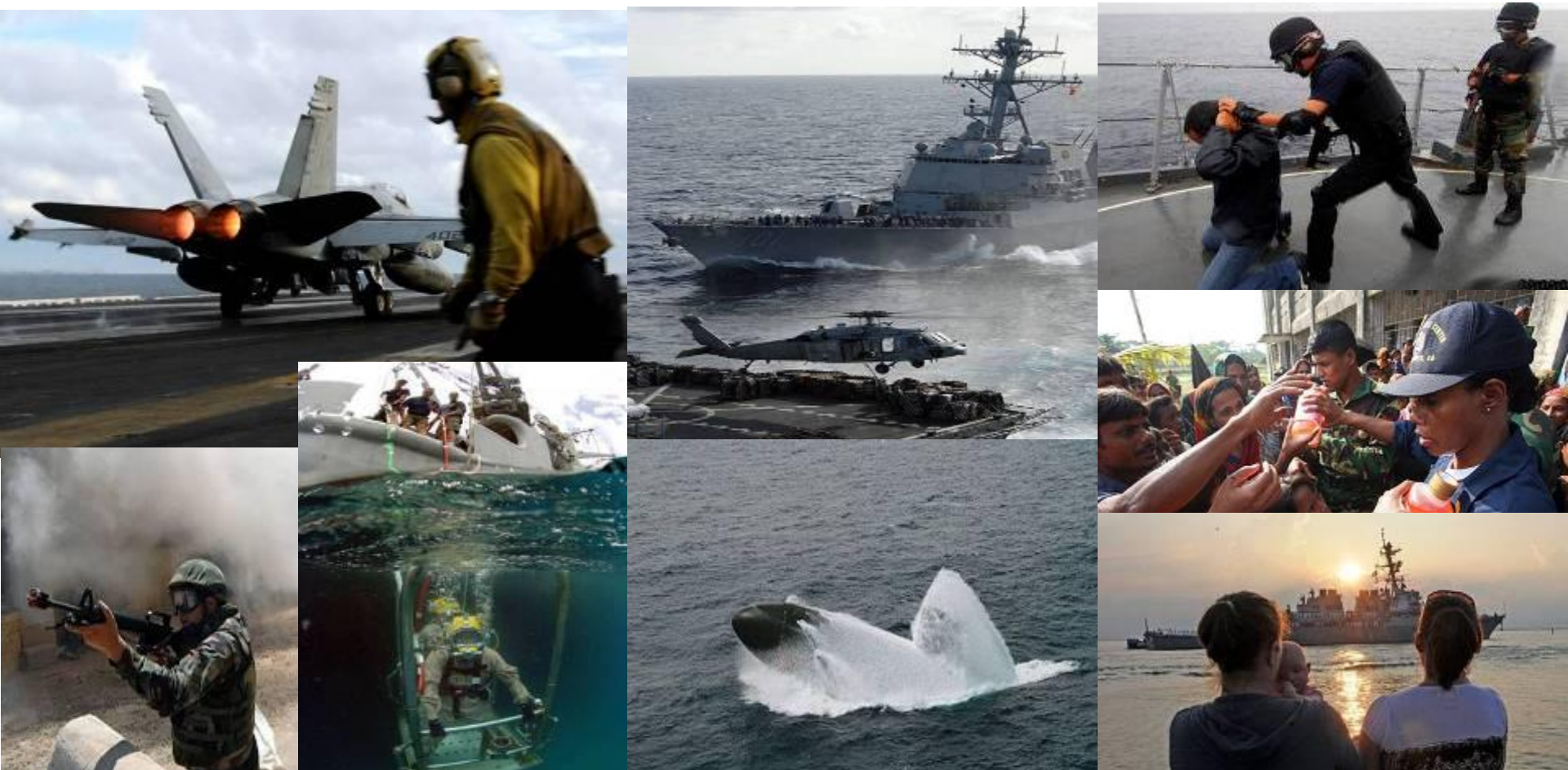


- **Facilitator Background**
- **Participant Background**
- **Discussion: “*What do you anticipate regarding your IA experience?*”**



# Operational Stress Control Different Approach for....

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**Different Navy: More Missions, More Varied, More Demanding**





# What Is "Stress"?

***"The process by which we respond to challenges to the body, mind or spirit."***



***Relevant training,  
Expectation Management,  
and Leadership Support -  
Foundations for effective  
Operational Stress Control***



# Stress Continuum Model



Stressor

READY (Green)	REACTING (Yellow)	INJURED (Orange)	ILL (Red)
<ul style="list-style-type: none"><li>• <i>Good to go</i></li><li>• <i>Well trained</i></li><li>• <i>Prepared</i></li><li>• <i>Fit and focused</i></li><li>• <i>Cohesive units &amp; ready families</i></li></ul>	<ul style="list-style-type: none"><li>• <i>Distress or impairment</i></li><li>• <i>Mild and temporary</i></li><li>• <i>Anxious, irritable, or sad</i></li><li>• <i>Physical or behavioral changes</i></li></ul>	<ul style="list-style-type: none"><li>• <i>More severe or persistent distress or impairment</i></li><li>• <i>May leave lasting memories, reactions, and expectations</i></li></ul>	<ul style="list-style-type: none"><li>• <i>Stress injuries that don't heal without help</i></li><li>• <i>Symptoms persist, get worse, or initially get better and then return worse</i></li></ul>

**Unit Leader  
Responsibility**

**Individual, Shipmate, Family  
Responsibility**

**Caregiver  
Responsibility**



# Green Zone – Ready and Healthy

## READY

### Sailors:

- ❑ Calm and steady; Confident
- ❑ Well-trained and qualified
- ❑ Healthy rest and diet
- ❑ Regularly working out, staying fit
- ❑ Physically/socially/spiritually active

### Commands:

- ❑ Positive command climate
- ❑ High morale; strong cohesion
- ❑ Good order and discipline

### Families:

- ❑ Active parenting
- ❑ Engaged in family routines/activities
- ❑ Children functioning well at home and in school





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# ***Green Zone Discussion Scenarios***

## ***GREEN DISCUSSION SCENARIOS***



***Pick a scenario from  
the follow-on slides  
and discuss.***

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# Green Zone # 1 - Sailor Scenario

- *HM1 Gittinheavy was an LPO at a large military treatment facility and had been working in a clinic for 3 years when he learned that he was going to be deployed as an IA to a medical unit in theater. For the last several PRT cycles, he has had increasing trouble making height and weight standards and has come close to failing the PRT. He sets a goal of losing weight and getting in better shape while deployed.*
- *Shortly after arriving in country, he begins an exercise and diet program. He enlists support from his superiors and peers. Soon he has several members of the command working out with him on a daily basis. When the deployment ends, he has lost 30 pounds, is well within height and weight standards and has significantly improved his scores in the PRT.*



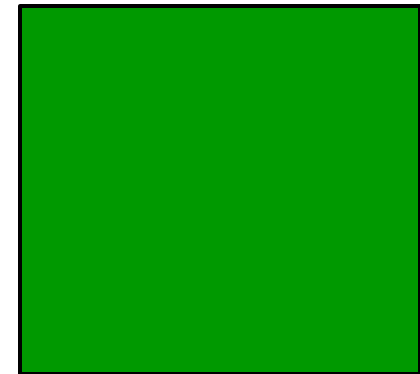
## Green Zone # 2 - Command Scenario

- *A CB Master Chief receives training at Navy IA Training Command on the basics of Operational Stress Control and the Stress Continuum. When he arrives at his duty in Afghanistan, he starts a practice of meeting regularly with the supervisors working under him.*
- *They make a spreadsheet of all of their personnel and the zones of the stress continuum. They discuss each of their personnel, and indicate what behaviors or signs each is showing, what zone they are in, and what supervisor actions are being done for each person.*



# Operational Stress Key Questions

- ***What was the stress?***
- ***How did you recognize it?***
  - ***Physical?***
  - ***Emotional?***
  - ***Cognitive?***
  - ***Social?***
- ***What should be done?***





# Yellow Zone - Recognizing Stress



## REACTING

### Sailors:

- ☐ Feeling anxious, irritable, worrying
- ☐ Cutting corners on the job
- ☐ Poor diet or trouble sleeping
- ☐ Apathy, loss of interest

### Commands:

- ☐ Deferred maintenance
- ☐ Minor discipline problems

### Families:

- ☐ Children having trouble in school
- ☐ Couple not communicating well
- ☐ Family time compromised
- ☐ Reduced intimacy





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# ***Yellow Zone Discussion Scenarios***



## ***YELLOW DISCUSSION SCENARIOS***

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the follow-on slides  
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## **Yellow Zone # 1 - Sailor Scenario**

- A young BU3 is new to this CB unit and on his first combat deployment. He has been assigned to be a turret gunner on a convoy that will depart in the morning. He is seen awake cleaning his gear and weapon at 0200 and has awakened others three times now with his fumbling around and his headlamp when everyone else is asleep.***
- Another member of his unit has finally become fed up at getting awakened, has yelled at him to hit the rack and now everyone in the room is up.***



## **Yellow Zone # 2 - Family Scenario**

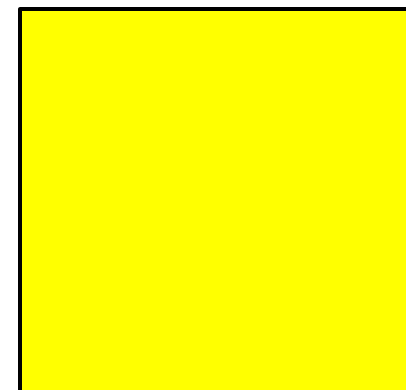
- After graduating Boot Camp a Sailor gets leave prior to reporting to A-School. While on leave, he decides to get married and his bride travels with him to his A-School. They move into the Navy Lodge while he checks into his command. The Sailor, unaware he is not authorized to bring dependents, informs his chain of command he is now married, but the command denies his request for family housing. Still determined to perform his best, the Sailor reluctantly moves his wife back home.***
- On his off weekends he makes the 10 hour drive home, but after repeated incidents of coming in late, the Sailor receives an EMI. His wife becomes depressed as she is now unable to see him on the weekends. Our previously motivated Sailor begins to regret his decision to join the Navy.***

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# Operational Stress Key Questions

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# Stress Reactions and Stress Injuries

## YELLOW



### Stress Reactions

- *Very common*
- *Always temporary*
- *Mild distress or loss of function*
- *Usually self-correcting*

## ORANGE



### Stress Injuries

- *Uncommon*
- *May leave lasting changes*
- *More severe distress or loss of function*
- *May heal faster with help*



# What Are “Stress Injuries”?

- **Wounds to the mind or brain caused by intense or prolonged stress:**
  - **Impact —————> Trauma**
  - **Wear and Tear ———> Fatigue**
  - **Loss —————> Grief**
  - **Inner conflict ———> Injury to Core Beliefs**





# Orange Zone: Recognizing Stress Injuries

## INJURED

### Sailors:

- ☐ Loss of control; panic or rage
- ☐ Can't fall or stay asleep
- ☐ Intense guilt; Disruption of moral values
- ☐ Suicidal or homicidal thoughts

### Commands:

- ☐ Low morale, divided camps
- ☐ Equipment out of service
- ☐ Significant discipline problems

### Families:

- ☐ Loss of closeness/intimacy
- ☐ Verbal or physical abuse





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# Orange Discussion Scenarios

## **ORANGE DISCUSSION SCENARIOS**



*IA Sailors talk with ADM Roughead*

***Pick a scenario from  
the follow-on slides  
and discuss.***

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## **Orange Zone #1 - Chief Hyperswear**

- A Light Armored Recon vehicle convoy rolls into the medical triage area. The unit LCPO dismounts carrying a small child. As medical personnel take the child from him, they learn that the convoy had to shoot a vehicle that wouldn't stop or respond to their warnings following appropriate ROI. The group killed a family and the only survivor was the child.***
- The Chief is swearing and yelling at his troops sometimes to no apparent purpose. His face is red and the veins on his neck are bulging.***



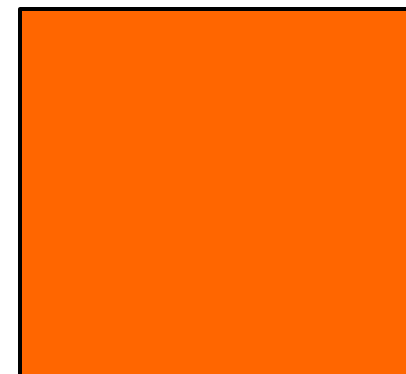
## Orange Zone # 2 - IS2 Angermode

- *IS2 Angermode was in a HMMWV's traveling in a convoy that was ambushed by an IED enhanced with a flammable accelerant. The destroyed HMMWV was the middle vehicle and immediately engulfed in flames. Three crew members are injured and have minor burns, one was killed. The deceased's best friend was in the trailing HMMWV. He is now guarding the perimeter while they wait for the fire to burn out to recover gear and the bodies.*
- *When everyone returns to base, IS2 Angermode says that he just wants to kill and see bullets go into the brains of people. He doesn't care if they are women, children, whatever.*



# Operational Stress Key Questions

- ***What was the stress?***
- ***How did you recognize it?***
  - ***Physical?***
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  - ***Cognitive?***
  - ***Social?***
- ***What should be done?***





# Stress Reactions: Normal and Disordered

## REQUIREMENTS AND WHAT TO DO

1. *Sleep and Rest*
2. *Eat right, stay hydrated*
3. *PT*
4. *Spend time with people you like and trust*
5. *Attend Spiritual needs*
6. *Take you mind off worries you can't fix*
7. *Encourage self and others*
8. *Leaders:*
  - *Do positive after-action reviews*
  - *Recognize and reward accomplishments*

1. *Administer Stress First Aid  
COSFA model*
2. *Talk with Leadership*
3. *Seek guidance from  
chaplains, counselors and/or  
medical staff*
4. *Leaders:*
  - *Take immediate action to  
address command  
problems*





# Combat Operational Stress First Aid (COSFA)

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## Seven Cs of Stress First Aid:

- 1.CHECK**  
Assess: observe and listen
- 2.COORDINATE**  
Get help, refer as needed
- 3.COVER**  
Get to safety ASAP
- 4.CALM**  
Relax, slow down, refocus
- 5.CONNECT**  
Get support from others
- 6.COMPETENCE**  
Restore effectiveness
- 7.CONFIDENCE**  
Restore self-esteem





# Red Zone: Stress Illnesses

## ILL

- *Stress injury symptoms that persist*
- *Symptoms that get worse over time instead of better*
- *Symptoms that get better for awhile but then come back worse*

***All stress illnesses **MUST** be referred to Medical for evaluation***



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# ***Red Discussion Scenarios***

## ***RED DISCUSSION SCENARIOS***



*Sailors resting on USS COLE*

***Pick a scenario from  
the follow-on slides  
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## ***Red Zone # 1 - HM3 Homes-a-wreck***

- A HM3 is now on his third deployment to Iraq. He was treated successfully for PTSD after his second deployment and returned to full duty. Recently he learned that his wife is filing for divorce and leaving him in great financial debt.***
- He has begun again to have intense panic attacks (shortness of breath, rapid heart rate, shaking, and sweating for no reason). He is supposed to still be taking medications but stopped taking them months ago. He does not want his OIC to find out. His greatest fear is that he will be sent home and taken away from his Marines, who need him.***



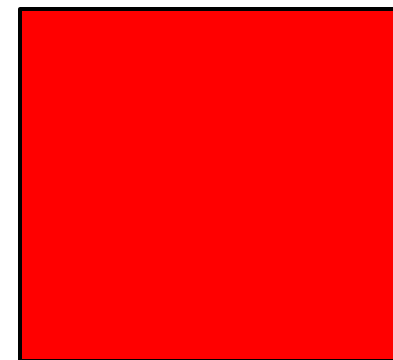
## Red Zone # 2 - Quiet Platoon

- *A rifle platoon is ambushed while on a mounted urban patrol, taking several casualties while pinned down and returning fire. Air support is called in, but one of the unit's vehicles is strafed by friendly fire, killing two more Marines in the unit.*
- *The quick reaction force dispatched to support the pinned-down unit is also ambushed, so it takes many hours for casualties to be evacuated and the surviving Marines to return to safety. That night, after returning to their firm base, Marines in the unit are more quiet than usual, retreating to their own racks without talking much to each other.*
- *Later that same night, in the same firm base of the Marine unit that was ambushed and received friendly fire while on mounted patrol, the sound is heard of a stray dog screaming as it is hacked to death by two Marines with e-tools.*



# Operational Stress Key Questions

- ***What was the stress?***
- ***How did you recognize it?***
  - ***Physical?***
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  - ***Social?***
- ***What should be done?***







# Core Leadership Functions

## • Strengthen

- *Create Confidence*
- *Forewarn*
- *Expose stress in training*
- *Foster Unit Cohesion*

## • Identify

- *Know crew stress load*
- *Recognize reactions, injury*

## • Mitigate

- *Remove unnecessary stressors*
- *Ensure adequate sleep/rest*
- *After-Action Reviews (AARs) in small groups*

## • Treat

- *Rest and Restoration (24-72 hours)*
- *Chaplain*
- *Medical*

## • Reintegrate

- *Keep with unit if at all possible*
- *Expect return to full duty*
- *Don't allow retribution or harassment*
- *Communicate with treating professionals (both ways)*

**Successfully handling a stressful event builds resiliency**



# Leadership Responses and Functions

## RECOGNIZE THE REALITY

- A fatigue injury
- *Subtle*
- *Accumulates over time*

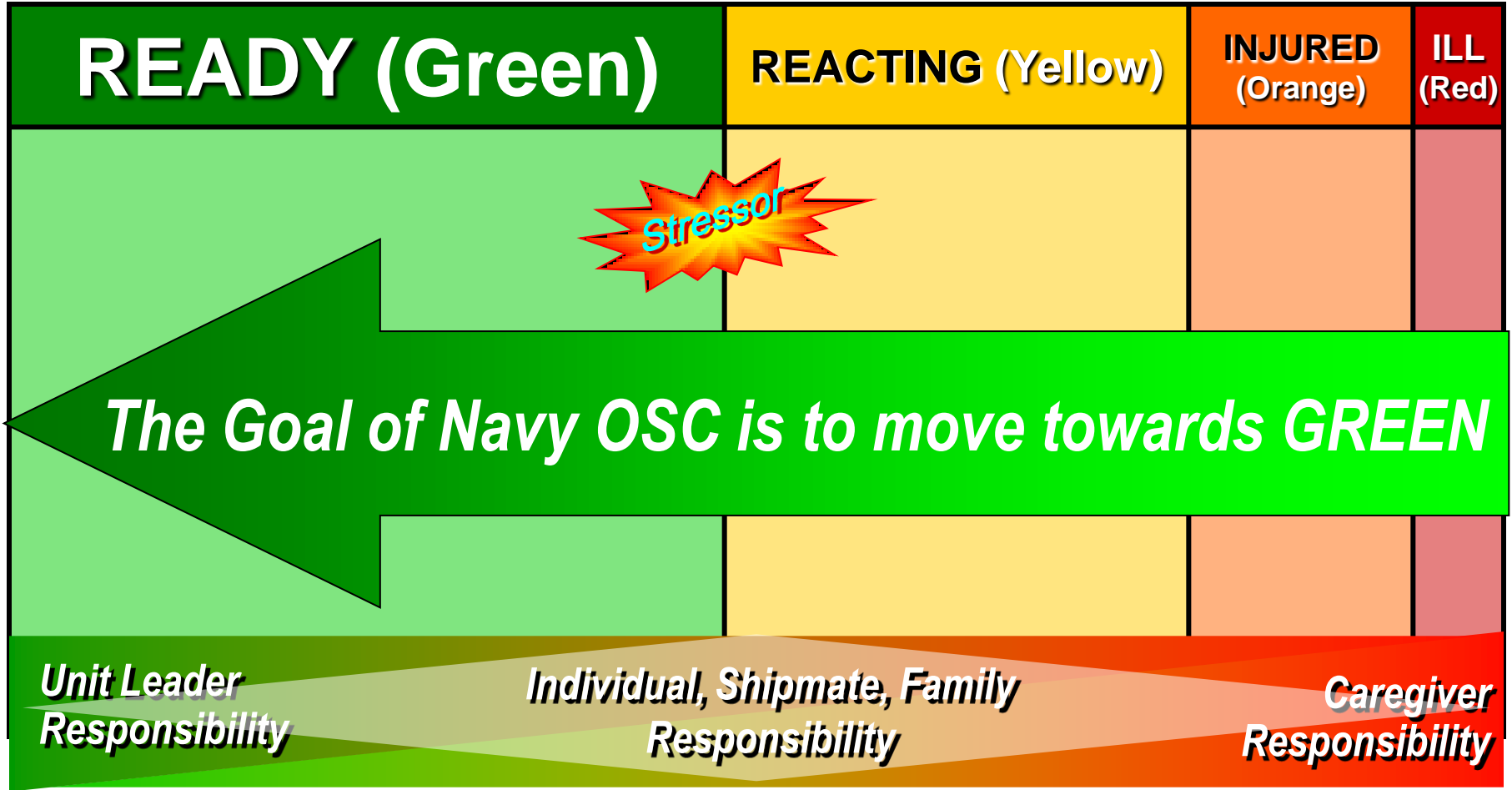
## PRACTICE THE PSYCHOLOGY OF LEADERSHIP

- *Be observant of changes in attitudes, values and behaviors*
- *Know individual characteristics*
- *Watch for carelessness, lethargy, and disinterest*





# Getting Back to Green





# Resources in the Field



- Your Shipmates
- Chain of Command
- Chaplains
- Religious Program Specialists
- Providers (MDs, PAs, NPs)
- Corpsmen
- USO / MWR
- MST / MCT



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# Questions



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# ***Back-up Slides and Scenario Resources***

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# ***The Role of the Religious Ministry Team***



- **Immediate Response**
- **Professional Counseling**
- **Resource Tools**
- **Referral**
- **Personal Growth Retreats**
- **Marriage Enrichment Retreats**
- **Command Advisement**
- **Pastoral Care**
- **Chaplain Care**



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# Stress Injury Continuum Model



Stressor

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**Unit Leader  
Responsibility**

**Individual, Shipmate, Family  
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# ***Green Zone Discussion Scenarios***

## ***GREEN DISCUSSION SCENARIOS***



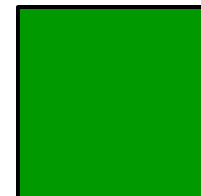
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# Green Zone - Sailor Scenario

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## Green Zone - Family Scenario

- *The Chief of the Boat gets a new Sailor onboard and, as part of his usual routine, asks him about his check in process to see if there were any problems. The Sailor reports all is well, and the COB knowing he's married recommends they call his wife together to see how she's settling in to the command.*
- *With the Sailor in his office, they call the wife, welcome her to the command and ask about the move, only to find that there were a few problems with the travel claim and change of housing allowance pay. The COB helps the Sailor and his wife address the concerns.*





# Green Zone - Command Scenario

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# Operational Stress Key Questions

- ***Was stress apparent in this scenario?***
  
- ***If so, how did you recognize it?***
  - ***Physical?***
  - ***Emotional?***
  - ***Cognitive?***
  - ***Social?***
  
- ***What should be done, if anything?***



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# ***Yellow Zone Discussion Scenarios***



## ***YELLOW DISCUSSION SCENARIOS***

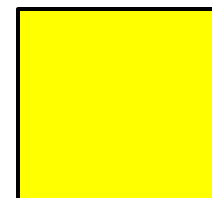
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## Yellow Zone - Sailor Scenario

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## Yellow Zone - Family Scenario

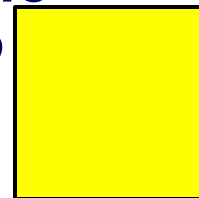
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- *On his off weekends he makes the 10 hour drive home, but after repeated incidents of coming in late, the Sailor receives an EML. His wife becomes depressed as she is now unable to see him on the weekends. Our previously motivated Sailor begins to regret his decision to join the Navy.*

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# Yellow Zone - Command Scenario

- *A new Division Officer checks into a security unit and realizes there are many personnel issues. She interviews all her Sailors and finds that the current duty practice is for security personnel to stand patrol on rotating schedules, changing shifts weekly. The policy was established to ensure fairness in watch rotation, but has had unintended consequences.*
- *She finds one Petty Officer has a letter of indebtedness. The Petty Officer with indebtedness, a single parent, has difficulty finding affordable childcare due to his erratic work schedule. Using the input of her Sailors, she changes the duty rotation policy to ensure her people have a more stable shift rotation that allows them to establish routines for longer periods.*





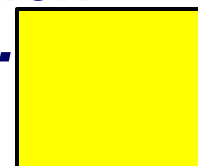
## Orange Zone - ANGLICO Guys

- An Air Naval Gunfire Liaison Company (ANGLICO) detachment is involved in almost daily firefights for a month. One of their men was killed and another was seriously wounded. They have become involved in increasingly questionable activities and there is some concern that they are not making good decisions. Their CO pulls them from that area and is going to assign them to another AO. The CO has a talk with the OIC.*
- The OIC of the detachment asks for assistance from the Combat Stress Control team. The CSC team is present when the OIC conducts his After Action Review with his group of about 12 people.*



## Orange Zone - EOD1 Gettin' Nervous

- *A seasoned EOD1 in an explosive ordnance disposal unit, veteran of three deployments to Iraq and one of the best combat leaders in the unit, gradually becomes very anxious about going outside the wire. His unit has performed many missions every day, seven days a week, for the past six months.*
- *He has lost two of his team members to ambushes. He begins to frighten junior team members prior to missions worrying about dangers they will face. He also begins to lose his temper uncharacteristically with subordinates. You talk to this EOD1, and he says he is fine, except he just isn't sleeping much any more. He doesn't want to be taken off-line.*





## Orange Zone - LCDR Hideout

- *LCDR Hideout is the CO of a unit that has serious morale problems. LCDR H has never been on a convoy with his troops usually assigning that task to his XO who has been on every convoy. The troops complain that when they come in off long convoys at 0300, they have to get up at 0600 and fill sandbags or do other pointless tasks.*
- *Following a head on collision with another convoy where a highly respected Petty Officer was killed, LCDR H attempts to organize a memorial service that the troops resent.*







# ***Operational Stress Key Questions***

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- ***What were the stress signs or symptoms?***
  
- ***How did you recognize them?***
  - ***Physical?***
  - ***Emotional?***
  - ***Cognitive?***
  - ***Social?***
  
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# Orange Discussion Scenarios

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*IA Sailors talk with ADM Roughead*

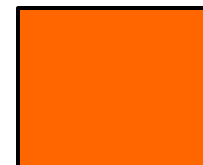
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## Orange Zone - IS2 Angermode

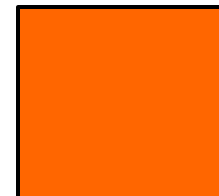
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## Orange Zone - Chief Hyperswear

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- ***The Chief is swearing and yelling at his troops sometimes to no apparent purpose. His face is red and the veins on his neck are bulging.***





## Orange Zone - HM3 Fatigue

- ***A Corpsman working in a Personnel Retrieval and Processing (PRP) unit becomes increasingly less motivated and irritable, isolating herself from her peers. After five months in Iraq, she has sorted and bagged hundreds of remains, some badly burned and mutilated from IED blasts.***
- ***It now takes her several hours to fall asleep and often wakes up screaming and in a sweat from a recurring nightmare of someone zipping her into a body bag. She has loss interest in hanging out with her friends and seems to be losing a lot of weight. She is reluctant to seek help and tells everyone she is “good to go.”***

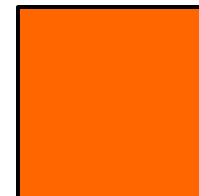






## Orange Zone - HMC Screamer

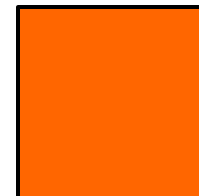
- *HMC Screamer is the LCPO for a surgical unit. The last exercise of the turnover process is a mass casualty drill. The chief is screaming at everyone and no one in particular.*
- *The drill is chaotic and disorganized. The more chaotic it gets, the more the chief yells. Finally, another chief takes him aside and schools him.*





## Orange Zone - HM3 Getemback

- An HM3 line corpsman in a rifle platoon begins to volunteer to take point on dismounted patrols after his closest friend in the unit is killed right in front of him.*
- The other Marines in his platoon have been talking about helping this corpsman get “payback.”*





# Operational Stress Key Questions

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- ***What was the stress?***
- ***How did you recognize it?***
  - ***Physical?***
  - ***Emotional?***
  - ***Cognitive?***
  - ***Social?***
- ***What Stress Zone does this scenario represent?***
  - ***Green, yellow, orange or red?***
- ***What should be done?***



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# ***Red Discussion Scenarios***

## ***RED DISCUSSION SCENARIOS***



*Sailors resting on USS COLE*

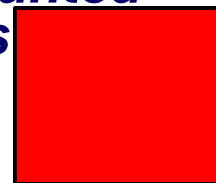
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## Red Zone - Quiet Platoon

- A rifle platoon is ambushed while on a mounted urban patrol, taking several casualties while pinned down and returning fire. Air support is called in, but one of the unit's vehicles is strafed by friendly fire, killing two more Marines in the unit.*
- The quick reaction force dispatched to support the pinned-down unit is also ambushed, so it takes many hours for casualties to be evacuated and the surviving Marines to return to safety. That night, after returning to their firm base, Marines in the unit are more quiet than usual, retreating to their own racks without talking much to each other.*
- Later that same night, in the same firm base of the Marine unit that was ambushed and received friendly fire while on mounted patrol, the sound is heard of a stray dog screaming as it is hacked to death by two Marines with e-tools.*



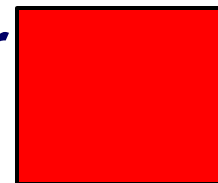




## Red Zone - SN Geeky

***SN Geeky's unit is assigned the mission of providing security forces for a major base of operations in theater. He is the oddball in his unit and doesn't have many friends. He is often the butt of jokes and over time has become the unit dirtbag. While standing guard one night and ruminating on his lowly status, he decides he isn't going to take it any more.***

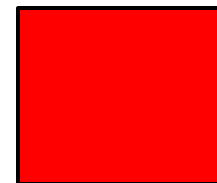
***When the LPO comes to check on his post and starts to rag on him, SN Geeky attempts to punch him out. When sent back to the "house" he sees a gap in the HESCO barriers and walks out into no man's land. Operations of an entire RCT are shut down for several hours while they search for him.***





## ***Red Zone - HM3 Homes-a-wreck***

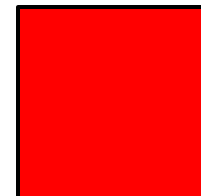
- A HM3 is now on his third deployment to Iraq. He was treated successfully for PTSD after his second deployment and returned to full duty. Recently he learned that his wife is filing for divorce and leaving him in great financial debt.***
- He has begun again to have intense panic attacks (shortness of breath, rapid heart rate, shaking, and sweating for no reason). He is supposed to still be taking medications but stopped taking them months ago. He does not want his OIC to find out. His greatest fear is that he will be sent home and taken away from his Marines, who need him.***





## Red Zone - MA3 Turretguy

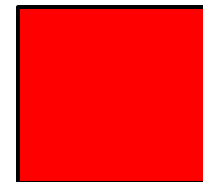
- *A MA3 turret gunner in your unit refuses to go back outside the wire again after he got his bell rung by a nearby IED explosion for the second time in this deployment. He was evaluated at the BAS, and has been given medical clearance to return to duty.*
- *The Sailor says he shakes so bad when he even thinks about going back on the road he is afraid he will get someone in the unit killed by failing to return fire at a crucial moment.*





## Red Zone - MAC Burnout

- ***Chief Burnout is a veteran of Fallujah. He is highly valued by his command and was nominated for a silver star for his actions in the battle. Lately, he has become listless, unfocused and hesitant. He does not take his turn at the dangerous tasks and when he is with his platoon on missions, they are concerned that he appears distracted.***
- ***MAC B's Master Chief pulls him from missions, but keeps him in the company CP. When MAC B still seems unfocused, he sends him to the Combat Stress Team.***





# Operational Stress Key Questions

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- ***What was the stress?***
- ***How did you recognize it?***
  - ***Physical?***
  - ***Emotional?***
  - ***Cognitive?***
  - ***Social?***
- ***What Stress Zone does this scenario represent?***
  - ***Green, yellow, orange or red?***
- ***What should be done?***



# Stress Injury Continuum Model



Stressor

READY (Green)	REACTING (Yellow)	INJURED (Orange)	ILL (Red)
<ul style="list-style-type: none"><li>• <i>Good to go</i></li><li>• <i>Well trained</i></li><li>• <i>Prepared</i></li><li>• <i>Fit and focused</i></li><li>• <i>Cohesive units &amp; ready families</i></li></ul>	<ul style="list-style-type: none"><li>• <i>Distress or impairment</i></li><li>• <i>Mild and transient</i></li><li>• <i>Anxious, irritable, or sad</i></li><li>• <i>Behavior change</i></li></ul>	<ul style="list-style-type: none"><li>• <i>More severe or persistent distress or impairment</i></li><li>• <i>Leaves lasting memories, reactions, and expectations change</i></li></ul>	<ul style="list-style-type: none"><li>• <i>Stress injuries that don't heal without help</i></li><li>• <i>May include:</i><ul style="list-style-type: none"><li>• PTSD</li><li>• Depression</li><li>• Anxiety</li><li>• Substance Abuse</li></ul></li></ul>

**Unit Leader  
Responsibility**

**Individual, Shipmate, Family  
Responsibility**

**Caregiver  
Responsibility**